



MEETING NOTES
CENTRAL WATERFRONT PARTNERSHIPS COMMITTEE
MEETING 5 April 15, 2010
3:30 – 5:30 PM Bertha Landes Room, Seattle City Hall

At-Large Members

Carol Binder
Mahlon Clements
Joshua Curtis
Bob Davidson
Bob Donegan
Dave Freiboth
Gary Glant
Patrick Gordon
Craig Hanway
Gerry Johnson
Bob Klein
Ed Medeiros

Cary Moon
Vlad Oustimovitch
Jan O'Connor
Mark Reddington
Chris Rogers
Charley Royer
Laine Ross
Catherine Stanford
Heather Trim
Ron Turner
Margaret Walker
Martha Wyckoff

Commission Members

Josh Brower, Planning
Commission
Mary Johnston, Design
Commission
Donna Kostka, Board of Park
Commissioners

Ex-Officio Members

Peter Hahn, SDOT
Diane Sugimura, DPD

Guiding Principles

- Marshall Foster - Provided an overview of change to the draft Guiding Principles. Language has been added to include Improve access and mobility, emphasize role of transportation plays in Central Waterfront.
- Donna Kostka - Doesn't see anything concerning the need to facilitate access for the disabled.
- Diane Sugimura – Think there should be something in item three about connecting downtown, toward the water, north and south of downtown.
- Marshall Foster - Point three, physical connection, transportation access point, about East West mobility.
- Chris Rogers: To and From Downtown.

Updates on Initial Subcommittee Recommendations concerning the RFQ process and Steering Committee model

- David Goldberg - . Reviewed the proposed scope of work and method for procuring consultants. Scope of work: There are two distinct phases of work, first phase is establishment of the framework plan that knits the CWP to its surrounding environment and conceptual design. The framework is a high level framework plan, view waterfront in a larger context. Integrates waterfront project to other areas and to other projects. Defines the elements of design that we will move forward on during final design. Will engage an art planner to do an art plan. Conceptual design builds on

framework to develop 5-10 percent design and enable early budget of project. Some technical work on infrastructure may proceed further than 10 percent design, in order to be integrated and know the affects on surface. Other elements that begin in phase 1 include civic engagement, identify and begin executing a broad and deep engagement plan, integration with seawall design and environmental review. Phase 1 will be about 1½ - 2 years of work. Phase 2: Includes preliminary design and engineering through to construction. Final design of discreet and core set of public space and improvement. Some pieces of CWF may be designed by separate design firm, but the core elements are best designed by person who set vision. Potential for construction management be a part of the contract.

Contracting approach: Interdisciplinary team capable of delivery of all work from 0-100 percent. Qualifying and selecting firm, team. Hire teams based on skills not based on design.

RFO: Submittal of qualifications. Will also include a public presentation, interviews, focused on approach. Exploring two RFO to select design group and technical engineering group that will together bring design, team who will be able to deliver project. We would first to procure design firm, and second the technical team with the designer participating in selection. All under one contract by October.

- Gerry Johnson: Who are the on the final team, Designers?
- David Goldberg: Designers and rest of team. For example environmental review may begin early and therefore all those disciplines may start work early. It will be multidisciplinary with engineering firms. Geotech, cultural resources, drainage. Huge array of disciplines represented. Considering two options 1) proceeding with one RFO with some modifications. Request a full team submit. Stress discourage exclusive teaming, while we can't control it, we recognize there are a number of teams, people who are doing business in Seattle. Not large pool of design teams or specialties to be limited. Weigh selection criteria, stress, thing we need to do is get a great designer, not to miss the boat on team who can deliver on the project. Reserve the right to amend the team if necessary to reach our goals. Total allows team review as a whole, how it functions, and will address management of huge and complex projects. The other option is to split selection into two RFOs.
- Cary Moon: Can you explain both approaches of pros and cons of both.
- David Goldberg: Perhaps you or another would be best at describing how you see it .
- Mark Reddington: Complicated project, important to get it right. Critical elements on the team, summarized here, assembled here to get process hand in hand. Design leadership and project management leadership, need to be solid at the highest level at end of selection process. The question is how to get there. Other option that was suggested, one that is sequential. Select from design candidates who are the best in the world. This way, we as a client, have the opportunity to look at full range of candidates.

They submit and have credentials reviewed as a whole. Challenge of asking them to submit as a fully integrated team, is that there are not that many fully integrated teams available to match with talent around the world. Fully integrated core leadership just by nature, need to become as one somehow. A possibility is to ask lead designers to submit credentials, either go through selection process and pick one, who will then sit with the selection committee for the remaining team. Goal is to find some way to be able to consider full range of lead designer candidates and to pick from the best of them.

- Mary Johnston: Don't think we'll be eliminating 2/3 of designers by going with one RFQ. Architecture works in international world, integrated approach to design is everywhere. Should have capability to be able to find technical expert that they need. Good indicator of who we want for this project, is how well can they can get out there and get a team. How well can they do that, and influence they have in the design world. Doesn't seem as though it would necessarily eliminate 2/3 of people we might want.
- Reddington: There also needs to be able to be significant local process, significant leadership at any level of the teams. I've heard from several lead design candidates, talk through these options. They believe they won't have to do process of politicking without input of the locals to sort it out. We want teams who are savvy, we want those who are not slickest political but who are able to regularly interact with.
- Charley Royer: Project management fitting in?
- Reddington: Bringing in all technical expertise and selection of project management in second phase, really important.
- Mahlon Clements: Don't want people to be exclusive, a lot of money that goes into this, a lot of dimensions here that could be tricky, second option avoids some of these dilemmas.
- David Goldberg: Regardless of our choice to do one or two RFQs we'd still maintain right to substitute people.
- Heather Trim: Why number one instead of number two? Is it time?
- David Goldberg: We've considered the issuing of two RFQs in a way that would address time concern. The biggest pieces is sorting out who is managing the team, and how we in the process of selecting a design team, can assess who's the manager and how well they've worked out team dynamics.
- Gerry Johnson: Synthesize these two approaches, there's a way, two step process in terms of decision making, short and in depth interviewing process. Is it possible to allow at the beginning the firms/designers to submit a whole team or just themselves subject to short list, is that possible?
- David Goldberg: RFQ needs to clearly state the criteria by which we're evaluating submittals, and what disciplines are in what package. It's difficult to evaluate qualification when there isn't consistency – needs to be clear about technical team

- Charley Royer: Chris, how do you approach that at Sculpture Park?
- Chris Rogers: Open field to the best and brightest, important as much control and flexibility. Awkward position of excluding people because you're not a fan of their work. Pre-process of team.
- Foster: The two RFQ method would begin with parallel issuing of RFQs, then sequential process after. Project management comes together, and package team, engineering, expertise, permitting and environmental review, there's a way to get it, strategy that puts both of those sets of request for qualifications at the front. We have to go through a very public process, equitable process. Discussion of crosswalk of seawall project and waterfront, six month window of make the magic between the two.
- Chris Rogers: Design phase was funded by City and public so had the same selection rules. There should be away to make this work, select a lead designer, city and SAM worked together to round out team, best position to work with lead designer.
- Gerry Johnson: Check library process for how they selected the designer for the Central Library.
- Bob Chandler: We acknowledge the importance of designer, the Marks is stressing if we don't get a good designer on board we're in big trouble. Project management is equally important if not more so. Engineering aspects are difficult, but not unusual. Emphasis, should be placed on getting a good lead designer, good project management, those two things together outweigh engineering aspect of it. Time is a concern here. Flip side of designer piece of this. One of the aspects that could happen is, lead designer not be able to work well with project manager and engineers. Don't want to go there and have to be referee. Ability to work together is important. Many lead designers don't really have the size and capability to manage the entire project. In a parallel process we have to figure out where project management should be.
- Charley Royer: Local designers would have teams who they work well with. Isn't that the rule with larger design firm?
- Mark Reddington: Management of the project, this is a big infrastructure project and a long tail. Impact of all of those parts of the project, need to be understood from the beginning of the design. Thoughtful, open urban space, open design firms may not have that in house. The goal is to find a way to keep them as candidates as potential design leadership, pair them up with management capacity.
- Charley Royer: They're coming in with project history. Going to get people who have access to these capacities if not, having them in their own firm.
- Gerry Johnson: Think on this... Come up with a way that allows at top of this project, the iconic designer, who is not from here more likely than not, into process and into second phase of thinking, without having to package the full team at the very beginning. If they knock our socks off and we love what they say, then they have a

chance to go with management function which is really critical, engineering is not decision breaker.

- Chris Rogers: Lead designer must work well with others, not just hiring for aesthetic skills, plenty of large design firms with in house project management skills that are well tested.
- Ron Turner: Guidelines and caution, it will be 2016 before viaduct is demoed and, park won't begin until 2017. Framework planning and design is pretty long. During the first stage you're doing framework and this frames the kind of consultant you want. Second stage you need project management.
- Patrick Gordon: Difficult to pick a lane, intrigued by idea of hybridizing this process, include idea matching scope with consultant selection, thought of scope in terms of phase one and initial design, looking for consultant to respond to that. Second step for that consultant and client entity to define phase two work and look for consultant team to add on, not necessarily delays anything. Delays consultant team of full contingent of players, allows to start and overlap with seawall critical and start framework to eventually fill out interdisciplinary team. To a certain extent this is like planning a family vacation without talking to family. Steering committee is vital to this, quality committee and board in place. Looking for them to be engaged in consultant team. Leaning towards hybridized idea that doesn't necessarily add time.
- Royer: Not precluding design opportunities. Critical expertise and talent is in a designer who has a good sense of concept, who understands principles, knowing seawall is important and is a safety issue, slow down and think about this. Not a lot of dirt getting turned in the waterfront in the first few years.
- Bob (City): We're looking at wow we can do this, and get the results we want from a design standpoint and project management standpoint and not lose too much time doing that.
- David Goldberg: Gave an overview describing how public oversight occurs over time . Steering Committee is element of client and will be up and running in July. This committee, a different nature than the CWPC. It will provide holistic oversight of design project rather than trying to represent every constituent. It listens to everybody and looks from overview perspective, shepherds a robust and inclusive public engagement process. City is at table to facilitate conversation and flow of information to and from. It will have s board-like quality, a group of people, like a board, represent expertise we need to manage that project, can bring people and ideas together, bring in philanthropic people. Will help with consultant selection, steer project, define how it makes decisions. Approximately nine people. City is still the client.
- Gerry Johnson: Hearing this for first time today, our group needs to have this conversation. One observation is that there is an expectation the steering committee will evolve into partnership function. They're a bridge from here to that.

Summer Event/Meeting

- Marshall Foster: There is an opportunity for the CWPC to engage the public, put on a special event maybe in partnership with Seattle Aquarium. We'd like to work with a subcommittee to organize a large community celebration and get your ideas. My Tam Nguyen will be coordinating.
- Heather Trim: Can we close viaduct?
- Marshall Foster: July 24, is the target date and looking at Waterfront Park.

Best Practices South Lake Union Park

- Karen Daubert, Executive Director of Seattle Parks Foundation. Basics: SPF, non-profit foundation, completely separate from the Parks Department. Role is to expand and improve parks over City of Seattle. It organizes and does fundraising; doing many things that City can't do. History of park planning - founders vision, hiring of Olmsted's, everyone is equal, a park within walking system within every citizen in the city. We don't have that yet. One of the biggest missing links is our central waterfront. Seattle Parks Foundation founded to connect those missing links. Lake Union Park celebrates water. Strong connections to rest of the city. Connections north and south, east and west. Discussed fundraising, seawall decision, partnerships, leadership, oversight, and project management. Spoke of need to consider long term maintenance and operations. Set realistic goals. There needs to be vision, and leadership, should not be anything wrong with green on our waterfront, especially if it's multipurpose. The waterfront opportunities are phenomenal; it's our gift to the next generation.
- Maggie Walker: Partnerships building, synergy building, are important lesson to remember with this project.

Adjourn